



Integrated Country Strategy

Colombia

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1. Chief of Mission Priorities

The United State and Colombia enjoy a special relationship in the Western Hemisphere based on a shared commitment to democracy, economic prosperity, and security. The success of Plan Colombia, launched in 2000, facilitated the stabilization of democracy and rule of law in Colombia that led in 2016 to the signing of the historic peace agreement between the Government of Colombia and the Revolutionary Armed Forces of Colombia (FARC). Colombia has grown into an important partner regionally and globally in economic, diplomatic, security, and environmental cooperation. The twin challenges of counter-insurgency and counter-narcotics have seen successes and setbacks over the decades, but have always reaffirmed that security and development of Colombia's vast rural areas remain central to lasting stability. A stable and democratic Colombia that actively restricts the illicit drug industry contributes to U.S. security and contributes to regional security.

We implement our policies and programs among several competing demands in Colombia. Colombia ranked among the highest rates of infection of COVID-19 in the region, with its commensurate costs in lives, livelihoods, and budget. Effective vaccination of the population is projected to be achieved in 2022. Thus, Embassy operations and programs must adapt to the realities of the pandemic, in some cases limiting their effectiveness. Colombians will choose a new president in mid-2022, the results of which have the potential to affect bilateral cooperation. Colombia is the largest recipient of Venezuelan migration that threatens to become more acute as that country's humanitarian crisis worsens. Some 60 percent of Colombians hold a favorable view of the United States, which we cultivate through a variety of strategic messaging and people-to-people programs.

Countering transnational criminal organizations and the illicit drug industry that supports them is the top strategic priority for our mission. We remain dedicated to the goal of reducing coca cultivation to 104,000 hectares by 2023, as established in the bilateral High-Level Dialogue in 2018. In 2018, 14,666 Americans suffered deaths related to cocaine. Colombia consistently produces more than 90 percent of the cocaine consumed in the United States. The National Liberation Front (ELN), a designated Foreign Terrorist Organization, poses a dangerous threat to Colombian sovereignty, especially on the border with Venezuela. Criminal bands such as the Clan del Golfo (Gulf Clan) control Colombian territory for purposes of narco trafficking and related crimes. We employ the three-pillar strategy of alternative development, interdiction, and eradication to attack criminal networks that traffic drugs and engage in criminal activities that affect U.S. citizens. Experience teaches that these three tactics are mutually reinforcing and create the most potential for long-term progress. Alternative development seeks to

provide livelihoods to communities that engage in coca cultivation. Interdiction of illicit drugs and their precursors removes cocaine from the global market and thus denies traffickers of inputs to their criminal organization. Eradication, both manual and eventually aerial, cut supply and, if combined with proper development programs, serves as a deterrent against future growth. Professionalization and rural presence of public security forces is indispensable for creating the environment for success. This includes extensive promotion of human rights and the protection of vulnerable populations such as Afro-Colombians, the indigenous, human rights defenders, and environmental activists. Robust support for extraditions, training of prosecutors, and anti-money laundering efforts complement this strategy.

The United State is Colombia's largest trading partner and investor country. The free trade agreement with Colombia, in force since 2012, forms the basis of our extensive economic relationship. Nonetheless, we focus our efforts on improving the trade and investment climate, ensuring that Americans have a level playing field. We do this through tools such as advocacy, training, government financing, and engagement of like-minded stakeholders. We promote international labor standards through advocacy and programs. We support technology solutions that bolster democratic and transparent government. Our health diplomacy and assistance will support Colombia on a range of issues, especially as it emerges from the pandemic. We will partner with Colombia to address the challenges of climate change, especially in the Amazon. We will work against malign influence by offering attractive solutions and urging transparency in government.

Success of the Colombian Peace Accord remains a top priority after four years. Some 13,000 demobilized members of the FARC transitioned to licit livelihoods. The government remains vigilant to keep dissident FARC groups from unifying or growing. We support government-run territories populated by ex-FARC and seek to expand our legal authorities to support those who maintain compliance with the accords. The "peace geography" largely coincides with areas dedicated to coca cultivation, creating opportunities for whole-of-government programming. Newer tools such as land titling and innovative financing from the Development Finance Corporation can be shaped into effective elements of this rural development strategy.

Venezuela's immersion in drug trafficking and role as safe haven for Colombian terrorist groups create a host of complex security issues for Colombia and the United States. As neighbor to the most unstable country in the region, Colombia is an active participant in diplomatic efforts to resolve Venezuela's multiple crises, the most urgent of which is the influx of more than 1.7 million Venezuelans. Embassy Bogota is home to the Venezuelan Affairs Unit (VAU), the remnants of our embassy in Caracas that maintains relations with Venezuelan opposition

groups. In Central America, Colombia cooperates with the United States to provide security training and cooperation.

To accomplish our broad and diverse mission in Colombia, Embassy Bogota employs some 1,200 permanent employees and 2,100 contractors. Nearly every Embassy activity has been affected by COVID and has required adaptation of our facilities and information technology. Looking forward, we anticipate adding up to 100 U.S. direct hires in the next four years. Our Embassy Branch Office in Cartagena is desperate for new facilities while our embassy compound in Bogota requires long-term construction to maintain our mission requirements. We expect the gradual return of some 100 Peace Corps volunteers, headquartered in Barranquilla, after the pandemic. Our consular services are sixth in the world during normal operations, not counting the additional visa workload picked up from the closure of Embassy Caracas. Embassy Bogota is dedicated to promoting diversity and inclusion within our organizations and practices, supported by an embassy-wide Diversity and Inclusion Council.

A more stable and prosperous Colombia advances the economic, social, and security well-being of Americans. Our strategy ensures the United States' investments in Colombia work to the benefit of both our societies.

2. Mission Strategic Framework

Mission Goal 1: Support a whole-of-government strategy to strengthen government institutions, improve results against organized criminal groups, build capacity to address domestic and regional law enforcement and national security threats, and foster citizen security.

Mission Objective 1.1: Dismantle organized crime and significantly reduce cocaine production and coca cultivation through improved law enforcement and military institutions.

Mission Objective 1.2: Increase the effectiveness of Colombia's law enforcement, national security, and criminal justice institutions to safeguard Colombia's national territory, consolidate legitimate governance across the country, sustain coca reduction, curtail illegal gold mining and deforestation, mitigate IUU fishing, promote interoperability, and increase leadership of regional and global law enforcement and security activities.

Mission Goal 2: Promote and enhance U.S. prosperity and job creation through trade promotion, inclusive growth, and an improved investment climate.

Mission Objective 2.1: Create U.S. jobs, and augment bilateral trade and investment through trade advocacy and compliance with the U.S. – Colombia Trade Promotion Agreement (CTPA).

Mission Objective 2.2: Improve the investment climate for U.S. companies by encouraging the Colombian government to implement a more transparent regulatory environment and commercial legal framework.

Mission Objective 2.3: Promote legitimate travel for Colombians to the United States.

Mission Goal 3: Advance Colombia's capacity to strengthen governance and transition to a sustainable peace.

Mission Objective 3.1: The government and civil society extend the effective presence of democratic institutions and processes in targeted areas (CDCS Development Objective 1).

Mission Objective 3.2: Advance reconciliation among victims, ex-combatants, and other citizens (CDCS Development Objective 2).

Mission Objective 3.3: Improve conditions for inclusive rural economic growth and sustainable development (Incorporates CDCS Development Objectives 3 and 4).

Mission Goal 4: U.S. government foreign policy objectives supported through public diplomacy programming and strategic messaging.

Mission Objective 4.1: Strategic cultural, educational, media, and digital engagement increase the Colombian public's understanding of and affinity for U.S. policies and priorities, especially among vulnerable communities.

Management Objective 1: Improve the quality of life, productivity, and overall morale of Mission Employees through the purchase of government owned residential properties, securing respect of reciprocity rights by the Government of Colombia, and the introduction of new technologies to support mission and policy objectives.

Management Objective 2: Create financial synergies by merging additional customers into existing ICASS services to support the mission.

Management Objective 3: Provide an increasingly high level of customer service by the Mission to its employee customer base both in Bogota and at the Embassy Branch Office in Cartagena.

3. Mission Goals and Objectives

Mission Goal 1: Support a whole-of-government strategy to strengthen government institutions, improve results against organized criminal groups, build capacity to address domestic and regional law enforcement and national security threats, and foster citizen security.

Description and Linkages: This Mission Goal supports GOAL 1 of the State-USAID Joint Strategic Plan (Protect America's Security at Home and Abroad) and PILLAR 1 of the National Security Strategy (Protect the American People, the Homeland, and the American Way of Life). Those documents and the ICS specifically target efforts to strengthen government capacity to counter terrorist threats and transnational organized crime. The Colombian government is the closest partner of the United States in the hemisphere, and a willing and capable supporter of U.S. regional security goals. The Embassy supports Colombia's integrated, whole-of-government approach to disrupting criminal organizations and the joint goal of reducing coca cultivation and cocaine production to half of the 2017 levels by the end of 2023, through targeted assistance to law enforcement and military forces and the development of programs to move coca growers into licit economic opportunities. These efforts protect our national security by preventing transnational criminal organizations from expanding their operations to American shores and stopping cocaine and other drugs from reaching our population. By improving the Colombian government's capacity to fight crime and provide for its own population, the Embassy protects American security. Efforts in Goal 1 link closely to U.S. activity under other ICS Goals in order to promote the economic and social conditions needed for sustained security and anti-narcotics gains.

Mission Objective 1.1: Dismantle organized crime and significantly reduce cocaine production and coca cultivation through improved law enforcement and military institutions.

Justification: In 2017, cocaine accounted for nearly 14,000 deaths in the United States, representing a 27 percent increase over the previous year. Furthermore, the influx of cocaine, and heroin from Colombia affects U.S. public health and contributes to criminal activity nationwide. Some 90 percent of the cocaine seized in the United States originates in Colombia. During the 2018 High Level Dialogue, Colombia and the United States agreed to expand counternarcotics cooperation over the next five years, implementing a national, integrated, whole-of-government counternarcotics strategy that aims to cut cultivation and production by 50 percent of the 2017 levels by the end of 2023. This will reduce the level of cocaine that reaches U.S. shores, and therefore enhance the security and public health of the U.S. population.

Embassy Bogota provides interagency support to the Government of Colombia's strategy to reduce illicit drug production and trafficking, which consists of five lines of effort: (1) reduce domestic drug consumption; (2) reduce domestic drug supply; (3) dismantle criminal organizations; (4) increase state rural presence and stability; and (5) attack money laundering and illicit finance. Counternarcotics assistance to the Colombian National Police (CNP) and military enables them to attack every link in the drug trafficking chain: manually eradicating coca, interdicting precursors, destroying laboratories, seizing drugs, and dismantling transnational criminal organizations.

Embassy Bogota works closely with the Colombian government to protect U.S. borders and American citizens through the vigilant adjudication of visas. Visas Viper and Law Enforcement Working Groups share critical and time-sensitive information on drug traffickers, terrorists, alien smugglers, and other criminals to ensure mala fide travelers do not obtain visas to enter the United States. Embassy Bogota works closely with the CNP and Colombia Migration to disrupt and dismantle major fraud rings.

Mission Objective 1.2: Increase the effectiveness of Colombia's law enforcement, national security, and criminal justice institutions to safeguard Colombia's national territory, consolidate legitimate governance across the country, sustain coca reduction, curtail illegal gold mining and deforestation, mitigate IUU fishing, promote interoperability, and increase leadership of regional and global law enforcement and security activities.

Justification: Transnational criminal organizations exploit Colombia's ungoverned regions and international maritime domains. To address this challenge, Embassy Bogota assists Colombian law enforcement and security institutions through a variety of interagency security assistance programs in three major areas: mitigating the underlying causes of conflict and extremism, institution building, and enhancing interoperability.

Colombian law enforcement and military forces remain critical to defeating internal security threats, safeguarding Colombia's national territory, supporting civilian efforts to consolidate legitimate governance across the country, and serving as an interoperable and self-sustaining regional and global partner in coalition operations.

Colombia advances U.S. regional objectives by reducing illicit trafficking destined for the United States by reaching areas and riverine and littoral domains in which police forces cannot currently operate, and by using multilateral fora to support U.S. positions with respect to Venezuela and the illegitimate Maduro regime. The ongoing Defense Institution Reform Initiative (DIRI) and Capabilities Based Planning (CBP) continue to support military

modernization and force transformation in a post-accord environment. Foreign Military Financing (FMF) programs remain critical for new capabilities, while sustaining efforts in counter-narcotics (CN), counter-terrorism (CT), counter-transnational organized crime (CTOC); border and maritime security; and potential future UN peacekeeping operations and humanitarian assistance and disaster relief operations.

Over 80 percent of gold production in Colombia is carried out by organized criminal actors and armed groups or small operators without proper permits, with most of this gold being exported to the United States. The practice finances armed actors, harms human health and the environment, robs the government of tax revenue, and keeps licit producers out of the market. To counter illegal gold mining, the Embassy engages in bilateral cooperation and provides assistance on small-scale mining formalization, detection, and elimination of mercury use, generation of alternative livelihoods, recuperation of affected lands, and law enforcement.

The arrival of more than 1.7 million Venezuelans has resulted in new economic, social, and security challenges for Colombia. The expectation that Venezuelans will continue to flow into Colombia requires continued capacity building and material support to Colombian institutions. In particular, U.S. support to border authorities will develop migration policies for mixed migrant flows (Venezuelans and returned Colombians) and ensure the enforcement of protocols that prevent the crossing of third country nationals with possible terrorist links, while allowing safe and orderly migration. Technical assistance to the newly-formed Special Migration Group, comprised of security and social welfare agencies, will help combat the recruitment of vulnerable populations and trafficking of illicit goods and people along Colombia's porous border with Venezuela. Support to the broader health sector will help prevent the spread of communicable diseases and strengthen public institutions such as schools and municipalities.

Mission Goal 2 Promote and enhance U.S. prosperity and job creation through trade promotion, inclusive growth, and an improved investment climate.

Description and Linkages: This Mission Goal is directly tied to GOAL 2 of the State-USAID Joint Strategic Plan (Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation) and PILLAR 2 of the National Security Strategy (Promote American Prosperity). Promoting job creation, investment, and market-oriented reforms are shared features of all three documents. Mission Goal 2 advances these priorities by leveraging embassy outreach, contacts, and knowledge to enhance trade and investment, create U.S. jobs, and improve the economic and commercial climate in Colombia.

Mission Objective 2.1: Create U.S. jobs, and augment bilateral trade and investment through trade advocacy and compliance with the U.S. – Colombia Trade Promotion Agreement (CTPA).

Justification: The CTPA does away with many trade and investment barriers, but many U.S. companies are not taking full advantage of Colombian markets due to ongoing bilateral trade irritants. Additionally, there are more opportunities for Colombian companies to invest in U.S. markets. By promoting the benefits of the agreement, the Embassy can help to create U.S. jobs and improve our bilateral relationship.

Mission Objective 2.2: Improve the investment climate for U.S. companies by encouraging the Colombian government to implement a more transparent regulatory environment and commercial legal framework.

Justification: Specific problems in Colombia's commercial legal, regulatory, and public procurement frameworks discourage investment by U.S. companies. By advocating for solutions to these problems, facilitating investment by the U.S. Development Finance Corporation, promoting an entrepreneurial culture, and encouraging Colombia to screen foreign investment from a national security perspective, the embassy can provide the U.S. business community with better access to and opportunities in one of the region's most important and promising markets.

Mission Objective 2.3: Promote legitimate travel for Colombians to the United States.

Justification: Colombian travelers and U.S. businesses are key to our bilateral trade and investment relationship. By leveraging Embassy contacts and resources, Post can buttress both the U.S. jobs that support Colombian visitors to the United States and those U.S. jobs that are produced by U.S. businesses activities in Colombia.

Mission Goal 3: Advance Colombia's capacity to strengthen governance and transition to a sustainable peace.

Description and Linkages: This Mission Goal supports several goals under the State-USAID Joint Strategic Plan (JSP) as well as various pillars of the National Security Strategy (NSS). The United States and Colombia have benefitted from a long-standing, productive bilateral relationship. Since the late 1990s, the United States has been a vital partner to Colombia, assisting the Colombian government in its advancement toward stability and improved security. Under Plan Colombia, the two countries delivered a cross-cutting response to inherently security-driven problems: drug trafficking, organized crime, and insurgency threatening the state. Those successful efforts allowed the relationship to evolve into a peace-focused partnership.

Colombia's citizen-driven territorial development plans offer prioritized direction in developing objectives for U.S. assistance. Moving forward, the United States will continue to support Colombian efforts to consolidate gains in the areas of governance, justice, reconciliation and security in conflict-affected regions of the country. By supporting Colombia's transition to peace, the United States is bolstering a strategic partner and its most capable and willing ally in the region (JSP goal 3; NSS pillars 3, 4). Efforts to expand state presence, formalize land rights, increase access to justice, reduce corruption and enhance transparency, promote reconciliation, reintegrate demobilized combatants, strengthen community resilience, address the destabilizing effects of a changing climate and increased deforestation in the post accord timeframe, expand opportunities for licit livelihoods and access to credit; and deploy greater security to rural areas will result in a Colombia more capable of furthering U.S. foreign policy priorities (JSP goal 1; NSS pillar 1). Key to these efforts is humanitarian demining and efforts to return land to its rightful owners. Programming must be tailored to the needs of vulnerable groups including women, indigenous peoples, and ethnic minorities. A Colombia at peace with strong, transparent institutions will be a stable force in the region, disrupting international narco trafficking, reducing coca cultivation in Colombia and beyond, providing regional security cooperation, and dismantling criminal networks that pose a threat to national security. A Colombia at peace will also serve as a strong U.S. trading partner, opening up new markets and investment opportunities for U.S. businesses (JSP goal 2; NSS pillar 2).

Mission Objective 3.1 The government and civil society extend the effective presence of democratic institutions and processes in targeted areas (CDCS Development Objective 1).

Justification: The absence of effective state institutions in many parts of Colombia has adversely affected the transition from conflict to peace for decades. In some areas, governance has been imposed by illegal armed groups financed by illicit sources. Weak government institutions have been unable to deliver key services, guarantee human rights, provide access to justice, or invest public resources effectively and transparently. U.S. support for effective presence of democratic institutions and processes directly addresses the underlying causes of the conflict and helps to provide the necessary base for a sustainable peace. A durable peace requires strong civil society organizations that represent citizen interests democratically, channel citizen demands to government rather than illegal armed groups, promote accountability and transparency, and monitor public expenditures for evidence of corruption. U.S. assistance will contribute to Colombia's stability and long-term capacity to counter transnational criminal networks that compete to fill the space occupied by the FARC for decades in conflict-affected regions. U.S. interests are served by strengthening Colombia's responsiveness to citizens, improving the transparency and

effectiveness of public investments, internal security, democracy, and respect for human rights and rule of law.

Mission Objective 3.2: Advance reconciliation among victims, ex-combatants, and other citizens (CDCS Development Objective 2).

Justification: Conflict with the FARC in Colombia left in its wake over eight million victims (of which over seven million were displaced), including 220,000 Colombians killed, and over 12,900 former FARC combatants in need of reincorporation into society. Advancing reconciliation and rehabilitation among victims, ex-combatants, and other citizens is critical to fostering a sustainable peace. The United States supports government, civil society, and UN efforts to: enhance victims' rights to truth, reparations, and guarantees of non-repetition; promote respect of ethnic minority rights and inclusion by providing them with economic and educational opportunities; provide direct humanitarian assistance to new victims to stabilize their situations and facilitate their local integration or return; highlight the importance of reintegration of individual ex-combatants; prevent recruitment of at-risk youth and children by illegal armed groups; and promote reconciliation by changing perceptions and attitudes affected by over 50 years of conflict. Together these actions will lead to a safer, more stable, and more productive Colombia, which can sustain domestic development efforts and become a stronger economic partner for the United States. This work contributes to the overall security of the country and the region by preventing violence, increasing stability, and enhancing legal opportunities for the most vulnerable populations. The U.S. promotes partnership with the private sector to advance this work in a way that strengthens Colombian self-reliance over the long-term.

Mission Objective 3.3: Improve conditions for inclusive rural economic growth and sustainable development (CDCS Development Objectives 3 and 4).

Justification: Improved conditions for inclusive and environmentally sustainable rural economic growth are essential for Colombia's transition to a sustainable peace, since poverty, inequality and informality have been at the root of the conflict and are central to the 2016 peace accord. According to the peace accord, environmental sustainability is an essential dimension for peace and national security. U.S. assistance supports equitable and environmentally sustainable rural economic growth by building Colombian government capacity to accelerate land restitution and formalization processes; spurring private sector investment in former conflict zones; expanding access to credit and financial services; and effectively connecting producer associations to information and markets. Land titling and formalization in particular offers a powerful tool for driving rural prosperity and disincentivizing coca cultivation. Rural economic growth provides a

counterweight to the lures of the drug trade for small farmers, thereby contributing to regional security concerns, and contributes to growing regional markets that are open for U.S. businesses and investment.

Natural resource management, climate change mitigation and adaptation, biodiversity conservation and energy security in Colombia are also critical to long-term sustainable economic development. For decades, a lack of effective state presence in Colombia's most biodiverse areas allowed illegal armed groups to take refuge and generate profit from illegal activities. Reasserting the authority of the state in these environmentally important areas and ensuring that improved natural resource management creates benefits for local populations are important contributions to peace and to rural economic growth. U.S. assistance supports the protection of key ecosystems; the reduction of greenhouse gas emissions from agriculture, deforestation and land use change; improved natural resource management; increased environmental and climate resiliency; and the formalization of small-scale informal gold mining operations, which improves environmental practices and reduces a key source of income for illegal armed groups. U.S. assistance also advances the increased access to low-cost renewable energy which is a required input for economic development in Colombia, while also creating opportunities for U.S. companies and investment.

After decades of conflict, many departments are believed to be heavily contaminated by mines, improvised explosive devices (IEDs), and other explosive ordnance. Though landmine injuries and deaths have declined significantly in recent years, landmines continue to be a grave issue for Colombian citizens, limiting their mobility, discouraging economic development, and preventing the return of internally displaced persons. The 2016 peace accord emphasized the need to improve demining capacity and support land restitution activities, and it created a role for mine action services in the FARC reintegration process as a form of reparations. The Colombian government has prioritized humanitarian demining as a means to enable peace accord implementation in rural areas, and is working to develop the Colombian military's humanitarian demining capacity. The United States supports this effort to increase capacity for demining, improve national coordination capability, and deploy trained civilian and military forces capable of designing responses for local at-risk populations.

Mission Goal 4: U.S. government foreign policy objectives supported through public diplomacy programming and strategic messaging.

Description and Linkages: Public Affairs Section (PAS) Bogota programs advance U.S. government priorities and create understanding of the United States, U.S. policy, and the U.S.-Colombia relationship among Colombian target audiences. Public diplomacy programs support

the National Security Strategy's Pillar 3 on advancing information statecraft to preserve peace through strength, and support Pillar 4 of the National Security Strategy on advancing American influence by championing American values. PAS programs and strategic communications aim to build a favorable perception of and/or relationship with the United States in which our target audiences are able to understand, explain, and advocate for U.S. positions, policies, and priorities.

Mission Objective 4.1: Strategic cultural, educational, media, and digital engagement increase the Colombian public's understanding of and affinity for U.S. policies and priorities, especially among vulnerable communities.

Justification: Continuous, clear, and substantive messaging on the United States and our government's positions, policies, and priorities through programming and strategic communications is necessary to build support among Colombian decision makers, emerging leaders, and the general public for U.S. policies and our role as a key partner for Colombia. As more Colombian citizens actively participate in public life due to the advances in security and services in the postaccord era, we must also engage vulnerable communities (often poor, indigenous, Afro-Colombian, and located outside major cities) to ensure that they develop a nuanced and favorable understanding of the United States.

5. Management Objectives

Management Objective 1: Improve the quality of life, productivity, and overall morale of Mission Employees through the purchase of government owned residential properties, securing respect of reciprocity rights by the Government of Colombia, and the introduction of new technologies to support mission and policy objectives.

Justification: For our short-term residential leases, we continue to shift leasing efforts to more secure, newer properties constructed after 2010 due to better construction standards to withstand seismic events. Facilities is currently inspecting all residential properties and overseeing the improvements necessary to certify all housing units as compliant with POSHO health and safety requirements. These efforts will increase the overall safety of housing in Bogota.

The GSO-Property Management team continues to pursue modernization of systems, processes, and tools to expand services while reducing costs and labor. Initiatives include

adopting an online auction platform for the disposal of unneeded property, expanding the use of the ILMS “Loanable Property” tool to better track the location and use of assets such as welcome kits, and adopting cell phone-based mobile applications for real-time reporting of property management data.

Through our Facility Management Section, we plan improvements to the compound including increased outdoor meeting spaces, replacement of the elevators, and upgrades to the Ambassador’s residence to fix critical deficiencies in the Embassy’s primary representational space. Facilities will continue to work with all agencies to maximize our limited office space to increase desk positions in growing sections.

Finally, in the information technology space, we anticipate rolling out new technologies that will allow unfettered access to foreign affairs information anywhere, anytime, and through any device. This will greatly enhance workforce ability to work where and when they need to. We also plan to install audio visual equipment and increase the use of Department-approved cloud computing services to enhance real-time collaboration capabilities internally among Embassy customers.

Management Objective 2: Create financial synergies by merging additional customers into existing ICASS services to support the mission.

Justification: Management will focus on improving service delivery by integrating several sections within the embassy into existing cost centers to achieve savings and maximize resources. We have begun the conversion of all Living Quarters Allowance (LQA) DOD positions into the Housing Pool and Furniture and Appliance Pools. This will constitute approximately 40 additional families using those cost centers over the next few years.

Management Objective 3: Provide an increasingly high level of customer service by the Mission to its employee customer base both in Bogota and at the Embassy Branch Office in Cartagena.

Justification: One current focus is the Embassy Branch Office (EBO) in Cartagena and improving customer service there. One of our principal goals will be to keep the Office of Overseas Buildings Operations (OBO) engaged in the projects in Cartagena and to continue to secure funding to develop projects to improve the conditions of the EBO. Further supporting the EBO, we plan to expand the use of MyServices to the EBO in Cartagena.

EBO Cartagena is now number 68 on OBOs “Top 80 List” of priorities, and it has been selected for building a New Office Compound (NOC). Embassy Bogota is also on the Top 80 List of

priorities and has been designated for a New Embassy Compound (NEC). A multi-story annex and a new compound warehouse with a parking structure will be built on the existing Embassy site, which currently lacks a Consular Access Control Center (CAC) and Service CAC, which are critical for future construction. The Embassy compound also lacks many standard security functions, such as full perimeter camera coverage. Therefore, Diplomatic Security (DS) surveyed Bogota for a Technical Security Upgrade (TSU) in late 2020, with the upgrade work scheduled for 2021. RSO and FAC are working on physical security upgrades that Post can manage, including moving the Facilities Offices from an unprotected area to a more protected area, establishing Compound Safe Areas, and protecting the Consular Annex.

For Motor Pool, we anticipate replacing the oldest vehicles in the fleet to improve the average age of the fleet. Additionally, we will be introducing more non-armored vehicles into the fleet when possible to reduce the cost of new vehicles and to replace vehicles in a more timely fashion.

The Human Resources Office (HR) was successful in meeting objectives outlined in last year's Integrated Country Strategy (ICS). Post HR continues to review and adapt new processes to improve the recruitment apparatus. More recently, post HR with assistance from IT outlined and began creating an internal electronic recruitment tool that will streamline the vacancy advertisement approval process. Moreover, HR developed a process to study each step within the recruitment process and time used. This will enable post to better focus resources and improve our outcomes on behalf of the mission.

Communications initiatives have been met but remain a work in progress. Post HR will continue to develop, streamline, and communicate its processes to the mission community to improve awareness and expectations. Diversity outreach has been enhanced due to Post HR's recruitment efforts, of 5,866 applications received in 2020, 1,228 were received from regions outside of Bogota, the capital. Our internal education on diversity is on-going. The pandemic slowed post's progress of in person events, but with the assistance of the public affairs and IT offices, HR was able to pivot to online platforms.

Post HR met recruitment and hiring goals reported in our last submission to maintain high levels of customer service. We will continue to pursue additional new ICASS positions to support current and future operational needs. Management will also continue to support other sections' efforts to add locally employed staff and U.S. direct hires in keeping with the Mission's rightsizing initiative.